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ANNUAL REPORT 1962

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ANNUAL REPORT

1962

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The Honorable John F. Collins
Mayor of Boston

The Honorable City Council

We are pleased to transmit herewith the Annual Report of the Boston Redevelopment Authority for 1962.

The Report is a statement of the efforts undertaken during the past year in the program to build a new and better Boston. As such, it supplements and updates the 1961 Annual Report, which has previously been submitted to you.

The Report records in summary form the progress that has been made in our various renewal projects, and in addition provides background and statistical information which is of general interest.

May we take this occasion to express our deep appreciation to you for your strong and unfailing leadership in the successful effort, now so well underway, to create a new Boston.

Very truly yours,

Rt. Rev. Francis J. Lally
Chairman
Boston Redevelopment Authority

John F. Collins, Mayor

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Development Administrator

INTRODUCTION AND SUMMARY

This Annual Report presents the record of progress and the accomplishments of the Boston Redevelopment Authority in 1962. It details the work that has been undertaken in various renewal projects and in citywide studies and programs which are now underway.

It should be noted at the outset that work on the Boston Development Program is a cooperative governmental effort, involving not only the Redevelopment Authority alone, but also the Mayor and City Council, various city departments and agencies, and agencies of the state and federal governments as well. The Development Program's initial momentum and ultimate success spring from an unprecedented partnership for progress with the people of Boston organized in neighborhood, civic and business groups to work with the Mayor, the Council and the Authority in building the New Boston.

In the Authority's judgment significant progress was made in 1962, and this progress has in large part been the result of outstanding cooperative effort among the various governmental agencies concerned in the program. At the same time, we have continued to place major emphasis on citizen participation -- the concrete process of planning with people -- with the objective of developing renewal plans that truly reflect the hopes and aspirations of the residents of the areas involved.

This Introduction and Summary to the Annual Report presents the highlights of the program in 1962.

There are four principal areas which highlight the activities of the Redevelopment Authority and the Development Program during 1962. These are each briefly described below:

1. Government Center Project

During 1962 the Government Center project moved ahead with respect to the development of the final plan and the preparation of the area for reconstruction. This project will provide a dramatic and major center in Downtown Boston to house not only government offices, but significant private developments as well. The plan has been prepared so as to make the area not

only economically strong, but attractive in its architectural quality and in the setting it will provide for historic buildings as well. By the close of 1962 demolition was well underway, and preparations were being made for the start of over \$100 million of new construction in 1963. The project will include the new City Hall, the design for which was selected on the basis of a national competition; a new federal office building; a state service center complex to house several state agencies and departments; a 2000-car parking garage; and several significant sites for private development. In addition, the plan will provide a greatly improved traffic and circulation pattern and will also create attractive public open spaces and pedestrian walkways. It is the Authority's hope that this project will be a showcase and a dramatic illustration for the New Boston.

2. Construction of the Prudential Center

Construction on the Prudential Center was in full swing by the end of 1962. The tower had reached the 46th story. The City of Boston had awarded contracts for the new municipal auditorium and foundation work was substantially complete. Construction was underway on two small commercial buildings on Boylston Street. Provisions had been made for the route of the Turnpike and the railroad underneath the buildings.

Prudential Center moved into execution in March, 1962, three months after the Massachusetts Supreme Judicial Court had upheld the findings of the Boston Redevelopment Authority that the Center qualified as a non-assisted redevelopment project under the provisions of Chapter 121A, Massachusetts General Laws.

The Center is a \$150 million development scheduled for completion early in 1965. It is the first major construction to be undertaken in Boston in many years. Its fifty-two story tower will be the highest office building outside Manhattan in North America. The Center itself will be about twice the size of New York's Rockefeller Center.

The \$12 million Municipal Auditorium will return to Boston its fair share of the national consumer shows and conventions. It will be ready for use late in 1964, and events are now being scheduled.

The Hotel America will contain 1,000 rooms or more in 29 floors and will be under construction this year. It will be

the first new hotel in Boston in thirty years. There will be four commercial buildings, specialty shops, a restaurant, and other conveniences on the site.

When the final section is completed the Center will produce a total of \$3 million in annual tax revenues, against \$460,000 before redevelopment. Furthermore, the Prudential Center will act as a spur to further construction in the Copley Square area.

3. Progress in Neighborhood and Downtown Renewal Projects

The Development Program places strong emphasis on the restoration and rehabilitation of older, blighted neighborhoods in the city. Renewal planning is completed in Washington Park, and actively underway in the South End and Charlestown. Preliminary neighborhood studies are being carried out in other areas. During 1962 the Washington Park Urban Renewal Plan, which is dedicated to preserving and upgrading this important and large neighborhood in the Roxbury-North Dorchester area, moved into final stages preparatory to adoption and execution. A \$5 million early land acquisition loan was approved for the project, and several public hearings were held at which strong neighborhood support was voiced for the plan. The Washington Park plan will provide for the rehabilitation of more than 6,000 dwelling units and the construction of approximately 1,500 new, low-cost housing units, together with new schools and other supporting facilities. The goal of the Washington Park Project, simply stated, is to restore the neighborhood as a fine and decent place in which to live and raise a family.

Detailed renewal planning also progressed in 1962 for the South End and Charlestown projects. An early land acquisition loan was approved after public hearings for the Castle Square section of the South End, which will enable sites to be prepared for new housing and other construction. A draft renewal plan neared completion for Charlestown for review and public hearings in the neighborhood during 1962. (Early in 1963 a proposal for early acquisition in Charlestown to provide relocation housing before displacement was tabled by the Authority as a result of strong neighborhood opposition.)

The Authority took the first steps in the renewal process for the Downtown Waterfront-Faneuil Hall Project, the Central Business District, and the South Cove area. These three

projects embrace important parts of Downtown Boston and can provide the framework for significant new development and rehabilitation. By the end of the year the survey and planning application and reservation of capital grant funds was approved for the Waterfront Project. A survey and planning application for the Central Business District was approved by the Authority and the City Council and submitted to the federal government. In both the Waterfront and Central Business District areas, nonprofit, private corporations representing leading business and financial institutions were formed to assist actively in the preparation of renewal plans. Finally, the Authority approved and submitted to the City Council a survey and planning application for the South Cove area, which lies adjacent to the Central Business District.

4. Special Planning Studies and Comprehensive Planning

Renewal in the various project areas and the encouragement of development throughout the city as a whole are very complex tasks. It is the Authority's responsibility not only to undertake the specific renewal actions, but also to act as the overall planning body for the city. The comprehensive planning program for Boston took important steps forward in 1962.

Several special planning studies were completed and approved by the Authority to serve as a guide for renewal policies and decisions. The first of these was the Harvard Study of Boston's School Building Needs, which set forth a long-range school construction program that can insure high quality school facilities throughout the city. The lack of modern and up-to-date school buildings in the older neighborhoods of Boston is one of the key factors which can lead to neighborhood decline. The school building study provides the basis for reversing the decline which has taken place and thereby helping to strengthen and preserve the neighborhoods of the city.

A second study was undertaken to establish the relationship between the city and the many nonprofit colleges and hospitals which exist in Boston. Under the National Housing Act the city may claim credit for certain expenditures by these institutions as financial assistance for the renewal program. The study, conducted by Julian Levi of Chicago, found that Boston has potential credits amounting to approximately \$31 million. At the same time, the study provided a

sound basis for establishing a cooperative relationship between the city and the institutions that would permit, but control, institutional growth and provide for assured protection of adjacent residential neighborhoods.

With these and other citywide studies underway, the Authority's comprehensive planning staff has undertaken the preparation of an updated General Plan for the city. This Plan will seek to provide a recommended physical framework for the city as a whole that will be not only well designed, but capable of execution. The General Plan will also serve as a guide for renewal project planning decisions.

These are only the highlights of the 1962 program. More detailed information on the activities of the Authority is contained in the body of the report.

It should be noted that the accomplishments of the renewal program are taking place in the context of the outstanding progress which is being made by the city government under the leadership of Mayor Collins. This progress with respect to the city's fiscal structure and its operating efficiency perhaps is best symbolized by Boston's selection as an All American City for 1962.

THE BOSTON DEVELOPMENT PROGRAM
REPORT BY PROJECTS

A key element in the Boston Development Program is the preparation, adoption and execution of urban renewal projects. This portion of the Annual Report provides a brief summary of the activities undertaken in 1962 in the various project areas.

Government Center

The Government Center Project is a major effort to provide a new and strong center for both governmental activity and private development in the heart of downtown Boston. As such it can not only reclaim the heavily blighted Scollay Square area, but it can also provide attractive and economically sound developments which will strengthen adjacent areas. Special attention has also been given to the quality of project design and the preservation of significant historic sites.

The heart of Boston's new Government Center will be its \$20 million city hall. The design for this hall was chosen in mid-1962 by the Government Center Commission from among 265 entries submitted in nationwide competition. Preliminary plans were nearly complete by the end of the year, and construction is expected to be underway in the summer of 1963.

The framework of the Government Center is a complex of public buildings serving the city, state and federal governments, together with new private office buildings, an improved street pattern, attractive pedestrian plazas, and open spaces.

Relocation, land takings and demolition began in 1961 under a \$21 million early land acquisition loan, from the Urban Renewal Administration, the first in the nation. By the end of 1962 all but one of the 328 properties in the area had been acquired. Offers for payment in advance of settlement had been made to all property owners; 94% of the 264 families and 176 individuals living in the area had been relocated; and approximately 60% of the 829 businesses had moved.

Throughout the year the Authority, through a family relocation contract with United Community Services and its own business relocation office, offered assistance and guidance to all who desired aid in moving. The business relocation

staff worked with the federal Small Business Administration in arranging low interest loans; moving expenses were also available for displaced businesses.

One of the most significant accomplishments was the start of work on the relocated Scollay Square subway tunnel, a basic facility for bringing many of the 25,000 people who will work in Government Center into the area. The project will include a new straight line 800 ft. subway between Scollay and Haymarket Stations, a new loop track serving Government Center, a new subway kiosk and remodeling of the Scollay Square station. the contract was awarded by the MTA for \$2.75 million following competitive bidding.

The first contract for street work was let in December. Engineering work is underway on other streets, and the construction schedule for that work has been prepared. An agreement was reached between the Authority and Boston's Real Property Board for the construction of a \$7 million parking garage, holding 2000 cars, adjacent to the Central Artery. The Commissioner of the State Department of Public Works has agreed to modifications of the Central Artery, which will improve circulation in and out of the Government Center.

By the close of the year the Redevelopment Authority and the State Government Center Commission had reached agreement on the preliminary plans and schedule for the construction of the \$34 million State Service Center. A team of architects had been selected for this complex development and preliminary drawings were nearly complete. The Authority and the federal government had agreed upon a land disposition contract for the federal office building site; demolition was underway and expected to be completed soon after the close of the year. Construction is to be underway in the spring of 1963.

By agreement with the Boston Police Department, a new police station will be constructed serving all the downtown; and a new fire station will be located just outside the project. The sewer system will be separated into surface and sanitary drainage; new high and low pressure and fire pressure water lines will be installed; and design for these systems is underway. In street construction attention will be given to providing attractive new furnishings, lights, and signs.

A significant part of the Government Center area will be devoted to private development, which will provide tax

revenues that will be greater than the receipts from the entire sixty acres prior to renewal. After public notice of the availability of the land, the Authority received a proposal for construction of a major new office building on a crescent shaped parcel running from Bowdoin Square to Scollay Square and facing City Hall Plaza.

The concept of the Government Center has a long history in Boston -- from the 1930's, when Scollay Square was first proposed as a site, through 1956, when the Boston City Planning Board presented a plan for the area, and 1958, when the redevelopment project was first proposed. During all that time the area continued to deteriorate; its business vitality declined; and the dangers to health and from fire increased. This condition has been ended. Now there is substantial demolition and a cleared area. and in 1963 there will be new construction.

Washington Park

The 500 acre Washington Park neighborhood represents a large portion of the Roxbury-North Dorchester area. It has declined badly over the years and if left alone would slip still further. The Washington Park project is a major effort to preserve and improve this neighborhood through active co-operation between the BRA and residents of the area.

Washington Park is, in many ways, a showplace project. It is a demonstration that renewal can be accomplished by the people in an area planning for themselves what their neighborhood will be. It is a demonstration of the use of federally-insured mortgage loans for the creation of attractive, economical new housing for moderate-income families.

It provides the opportunity to show that relocation can be considerate of human values, through its understanding of human needs, and effective in marshalling adequate housing resources for those who must be displaced. It is the first project in Boston where new schools, new recreation facilities, and expanded public services will be provided hand in hand with the rehabilitation of private housing, and the provision of convenient and attractive retail opportunities.

The early land acquisition loan, and the overwhelming community support of the urban renewal plan demonstrated in a January 15, 1963, public hearing, culminated a year's intensive, concerted effort to complete planning for Washington

Park. On February 7, 1962, the Redevelopment Authority voted to approve filing of an amendatory survey and planning application to increase the size of the project area from 186 to 500 acres, bringing the boundary down to Franklin Park and making the project more feasible. The City Council approved the filing of this application on April 23, 1962, and the federal government gave its approval on June 20.

The application for a temporary loan for early land acquisition was submitted to the Redevelopment Authority, and a public hearing was held in June. The action was approved by the Authority on June 27 and by the City Council in August. And in November, Boston received federal approval.

The value of this early land acquisition loan to Washington Park is that it ameliorates the stresses which usually occur while a plan is being completed for a proposed renewal area. Too often in the past owner-occupants of deteriorating housing in a proposed renewal area have been caught in a demoralizing financial squeeze -- knowing the renewal process will take their home while being unable to sell and secure thereby means to purchase other adequate housing. For landlords, too, renewal has meant the loss of income because people have moved out early and other renters have been unwilling to let.

What is early land acquisition?

The federal government will make early land acquisition loans to redevelopment authorities for relocation of site occupants, acquisition and demolition of property, and management of acquired properties. The work covered must be in a project for which the government has advanced planning funds, and state law must authorize early land acquisition and activities.

The making of an early land acquisition loan does not constitute any commitment by the federal government to approve the renewal plan for the project or provide funds to carry it out. The city government must secure the loan by obligating itself to pay for any loss arising if all, or any part, of the acquired property is not included in the urban renewal project subsequently undertaken.

The stated purpose of such loans is to reduce the economic and social stresses which occur when a plan is being developed for an area and yet no means exist for moving the

people who will be displaced prior to the execution of the project. Under the terms of the loan, all site occupants can be relocated before execution is officially contracted.

Through this process also, the Authority can have cleared land ready for construction of relocation housing and other basic improvements far earlier than would otherwise be possible.

Under certain limited circumstances, land acquired before a plan has been approved may be sold for redevelopment provided the sale is approved by the Mayor, the City Council, and the State Housing Board, as well as the HHFA, and provided further that use of the land is controlled to the same extent as it would be under a renewal plan.

Over-all, the Washington Park Project stresses three major types of improvements:

1. The rehabilitation of some 6500 existing dwelling units. The renewal plan will insure that special mortgage financing aids and technical assistance will be available for this effort. The first home improvement loan was made available in December.
2. The provision of new schools, a courthouse and community center, neighborhood shopping areas and other facilities and improvements necessary to help restore the neighborhood.
3. The provision of some 1500 new low-cost private housing units. During the year the Authority voted to incorporate the property of the present Notre Dame Academy site in the project area to provide a site for construction at as early a date as possible of the first of these housing units. Indications are that attractive new housing can be provided under the so-called 221 (d) (3) insured mortgage program for rents from \$85.00 to \$105.00 per month, including heat, for the two, three, and four-bedroom units.

South End

On November 29 the Federal Urban Renewal Administration announced approval of an early land acquisition loan for \$5.5 million for the 28-acre Castle Square section of the

South End. This approval has permitted the Authority to undertake relocation of 650 families, 100 individuals, and 175 businesses within the Castle Square area.

Even before federal approval of the loan, the Authority had established a relocation staff, formed by the United South End Settlements under a contract with the Authority. Once again, the principal aim is to insure that relocation will mean decent, safe and sanitary housing at a price displaced people can afford.

Clearance in Castle Square will make land available for construction of low-moderate income housing units for about 350 families and public housing for about 100 elderly families. It will also mean substantial new commercial and industrial development in a portion of the area. Most of all, it will mean the beginning of a program for stabilizing the South End as a sound residential community.

Rehabilitation of about 70% of present South End dwellings is a principal goal of the renewal planning process. A voluntary rehabilitation program started in the fall of 1962 when one block in the area was selected for demonstration of rehabilitation techniques. In this demonstration, the Authority staff, working with suppliers and contractors, is utilizing a variety of techniques and materials to rehabilitate existing dwelling units. From this effort will come valuable knowledge for the overall rehabilitation effort during the renewal period.

Federal approval of the early acquisition loan topped off a year of intensive effort in the South End. At the start of the year planning was being done under a general neighborhood renewal plan advance, but on March 14 the federal government approved a survey and planning application and advanced \$804,000 to prepare an urban renewal plan for the area. This contract became effective July 1, 1962, upon HHFA's recertification of the workable program.

The first use of these funds was devoted to the preparation of an early land acquisition loan application for the Castle Square section. A public hearing was held on that proposition April 23, 1962, and some 700 people who lived, worked, or conducted business in the area attended and voiced their approval of immediate action. The application was approved by the Authority in May, the City Council in October, and by the federal government in December.

The goal of the urban renewal plan, besides rehabilitation, will be to build upon the existing community strengths, such as the Holy Cross Cathedral, Union Park, Worcester Square, and the many handsome churches in the area. Two new junior high schools, three new elementary schools, expanded recreational sites, new community centers, a new library, a bigger health center, and new traffic circulation patterns; these are public service aims.

Along the probable route of the Inner Belt and near Upper Washington Street, some land can be assembled for new industry. But whether it be new industry or transportation systems, these uses will be separated from residential housing by tree plantings, parks, or other public facilities, to permit the residents of the South End to feel that they have, indeed, a true residential community.

The final plan for South End will be a plan created and supported by the people of the district and the Authority.

Charlestown

In April, 1962, the Urban Renewal Administration approved an advance of \$396,000 for Charlestown's renewal and rehabilitation planning. The contract was signed in July, and preparation of a draft project plan then started.

The first half of 1962 had been devoted to General Neighborhood Renewal Planning of the area. The most important activity in this planning was the North Terminal area study, which examined transportation facilities and related land development problems of Charlestown and the North Station and brought together the thinking of the City of Boston, the Redevelopment Authority, and ten other agencies and municipalities. The North Terminal area study's conclusions were published in August, 1962, and its findings were endorsed by participating agencies and by the Mayor.

The recommendations as to Charlestown are that:

1. The elevated line should be relocated from Main Street to the railroad yards of the Boston & Maine Railroad. The existing elevated structure over the Charles River and through Charlestown should then be demolished.

2. A new bridge be constructed across the Charles River between City Square and Leverett Circle with major connections to the east-west link of the Inner Belt.
3. Rutherford Avenue be relocated and improved from south-east of Sullivan Square to south of City Square. The route should be connected to the existing Charlestown Bridge, and a new bridge should be built in conjunction with the Warren Avenue Dam's construction.
4. The City Square street system including Chelsea and Water Streets, and ramps between the Mystic River Bridge and Central Artery, should be significantly modified.
5. Major improvement of the Northern Artery, including a grade separation at Prison Point Bridge-Memorial Drive.
6. Prison Point Bridge should be rebuilt and provided with more efficient connections to both Memorial Drive and relocated Rutherford.
7. Charlestown's streets should be restored to residential use by revisions of the street patterns, and upgrading and relocation of certain streets.

The Authority also authorized several further studies in Charlestown. Engineering services were contracted with the firm of Edwards & Kelcey to inventory all streets, public utilities, and facilities. A land use study of the project area was undertaken by Larry Smith, Inc., economic consultants. Transportation planning was carried out by Wilbur Smith & Associates, who took traffic counts in the area. Detailed mapping was initiated, and Charlestown's housing needs were presented to the firm of Koch-Waltch, retained by the Authority to prepare prototype designs for new moderate rental and sales housing.

Through these studies and analyses the community leadership and the Authority's staff became convinced that the delineation of the original project area was inadequate if the one major objective of the plan -- expanding residential housing -- was to be realized. Late in November, therefore, the Authority adopted a resolution to change the project boundaries and include in the project some additional areas requiring redevelopment. The Authority staff was of the opinion, too, that an early land acquisition loan should be

sought from the federal government to acquire and prepare areas where new housing could be built for those people who would have to be relocated if the renewal process were carried out.

By the close of the year preparations had been made for a hearing on the early land acquisition loan application. The very strong opposition expressed at that hearing, on January 7, 1963, made quite clear that there was a great deal of misunderstanding about what was proposed, and, equally important, a desire for full information on the final urban renewal plan and a firm schedule for removal of the elevated. The Authority tabled the early land proposal and work has been proceeding on the urban renewal plan.

The objectives in guiding the preparation of an urban renewal plan for Charlestown were:

1. Expansion of the residential community through the provision of new housing, and rehabilitation of existing housing.
2. The removal of the MTA elevated structure and improvement of regional circulation by implementing the North Terminal area study goals.
3. The provision of new, and improvements to, existing public facilities and utilities, including two new elementary schools, field house and community center, high school athletic field, two new fire stations, skating rink, library addition, and improvements to streets, water, and sewer systems.
4. A renewal staging plan which will implement the relocation policy -- that is, that anyone who may be displaced will be able to remain in Charlestown in safe, decent, and sanitary housing consistent with his needs and within his means.
5. Re-establishing of ties to the waterfront; refocusing on the water as a desirable element of community design.
6. Preservation of the historic character of the community.

Charlestown has played a vital role in the history of the United States, and its people have played a vital role in

Boston. From 1950 to 1960 the population of the area declined nearly 40%. In 1930 its assessed value was \$48.4 million; in 1960, \$34 million.

Charlestown has faced -- and faces now -- a continued threat from mass transportation because of its location between the core city and the expanding communities to the north. Its residential areas have been affected adversely by the presence of the Boston & Maine yards, the naval yard, and shipping industry along its perimeter. But there has been in Charlestown, throughout these years, an identity and integrity which has held the people together and which forms a basis for planning a viable community development in the future.

The goal in 1963 will be to continue close consultation with the neighborhood and to undertake a widespread program of public information. Through this process, it is hoped that questions and concerns of residents can be answered and that the renewal plan can be improved as well.

Downtown Waterfront - Faneuil Hall

Significant progress was recorded for this important project in late December, with final federal approval of a planning advance of \$851,000 together with a reservation of capital grant funds of approximately \$17,000,000. This action paved the way for the final, detailed studies for this 100-acre area. Preliminary estimates indicate that nearly \$100 million of new construction can be generated in this project.

The Waterfront is an apt illustration of the private sector's contribution to renewal planning. At the urging of Mayor Collins, the Boston Chamber of Commerce created within its organization a unit to prepare a preliminary study of the area. Throughout the first half of 1962 this unit worked with the Redevelopment Authority staff in preparing a survey and planning application. Altogether in 1961 and 1962 the Chamber of Commerce spent over \$150,000 in this effort.

The survey and planning application was approved in June by the Redevelopment Authority and City Council, and forwarded at once to the federal Urban Renewal Administration. Immediately after the announcement of the federal advance, the Redevelopment Authority executed a \$284,000

contract with the Downtown Waterfront Corporation -- the official name of the nonprofit planning and renewal association formed by the Chamber of Commerce to prepare final plans for the project.

Boston's waterfront was once the busiest in the world. But since the time when clipper ships sailed from Boston to the ports of the world, conditions have deteriorated. Marine functions have largely withdrawn. They have been replaced by industrial, wholesale, and storage activities ill-suited to the nineteenth century wharf buildings. Consequently, the wharves fell into disuse and -- in the recent razing of Bulfinch's India Wharf and Foster's and Central Wharves -- the area lost some of its unique character.

Around Faneuil Hall and Quincy Market the food and flower wholesalers were finding their quarters obsolete and inefficient, streets congested, and trade declining. A few of these firms began to move out, but most could not. Faneuil Hall itself received scant attention during the depression, the war, and its aftermath. More than 90% of the buildings in the area had several deficiencies, and taxable values declined 29% in a decade.

An action parallel to the Waterfront renewal process was the City of Boston's exterior improvements of Faneuil Hall, done in 1961. Another parallel action is the Authority's staff proposal, made in December, to incorporate into the Government Center project the venerable buildings fronting on Faneuil Hall which have been leased or acquired and are or will be rehabilitated by business firms relocating from Government Center clearance areas.

The proposal for the Waterfront area calls for several actions:

1. Open the city to the sea: by making the waterfront accessible again, to allow the people of Boston to utilize fully the harbor frontage for leisure purposes.
2. Reinforce the neighboring districts -- the Government Center, Financial District, and North End -- by eliminating the pressure of blight on these districts, by creating a renewed area from which they can draw new social and economic strength, and by permitting their expansion toward the Harbor.

3. Preserve historic buildings and traditions: by halting the demolition of significant buildings, by renovating and conserving these structures, by adapting them to practical contemporary uses, and by continuing or commemorating traditions of early Boston.
4. Create a waterfront residential community: by meeting the strong demands for housing close to downtown in a wide range of rental categories, at a location extraordinarily well suited to the purpose.
5. Increase visitor traffic to the city: by providing recreation facilities and historic conservation, and by creating special accommodations for tourists.
6. Strengthen the city's economic base: by attracting private investment on a large scale which will increase employment and municipal revenues, and by providing a new symbol of the resurgence of the City and its Port.

Early planning recommends 2200 units of new housing, with a wide diversity in rents, shapes and sizes. A new 350-room motor hotel is proposed on Long Wharf to accommodate travelers. Sites will be available for expansion of the financial district at lower State Street. A total of 350,000 square feet of office space is projected.

To open to the sea means, however, an improvement of traffic patterns -- removing the under-Artery roadway; re-locating part of Atlantic Avenue. It means a sizeable marine park; a Long Wharf Plaza with museum, restaurants, and shops; an open point to the sea.

Central Business District

Mayor Collins announced in August a \$200 million program for the revitalization of the 159-acre Central Business District, the first project in the Downtown General Neighborhood Renewal Area. This program is incorporated in a \$1.5 million survey and planning application approved by the Authority in August and by the City Council in October, 1962, and subsequently filed with the Urban Renewal Administration.

The most significant accomplishment for the Central Business District in 1962 was the creation of the Committee

for the Central Business District, constituted of thirty leading businessmen from banks, public utilities, retail, hotel, restaurant, newspaper, insurance and financial firms, whose purpose will be to establish the guidelines for downtown rehabilitation. Mayor Collins has summarized the Committee's purposes:

1. Foster the economic and industrial strength of Boston.
2. Make it a better place to live and carry on work.
3. Prevent blight and call attention to the needs of the area. Report progress meeting those needs.
4. Cooperate with the city, the Redevelopment Authority, and other organizations and associations in the renewal effort.

This committee has hired an Executive Director and contracted with the nationally-known planning firm of Victor Gruen and Associates, Inc., to prepare a preliminary concept plan for the CBD. It undertook and will continue interviews with businessmen in the area, liaison with city agencies, and coordination of private and public effort aimed at providing a feasible and workable renewal plan. The Authority, the Mayor and the Committee for the Central Business District executed a Memorandum of Understanding to guide the preparation of the renewal plan.

In support of this effort the Redevelopment Authority hired a project director and staffed its downtown project. It employed Robert Gladstone to do an economic analysis of the Central Business District's potential. It called upon Charles A. Maguire, Engineering Associates, to study the utilities and street needs. It assigned a staff planner as liaison with the Central Business District Committee.

The goal of the CBD renewal program is to rehabilitate commercial space, with limited clearance and an emphasis upon improving retail trade, providing adequate parking, and encouraging higher occupancy.

The Central Business District is one of Boston's strengths, well located, well served by rapid transit, rich in historical sites. Although retail trade has fallen considerably in downtown areas, Boston during the past decade has suffered a very small decline, demonstrating the basic

strength of the retail area. But buildings are obsolescent, blocks are small and irregularly shaped and there is a wide variation in economic strength and activity within the area.

Proposed federal and local investment is anticipated to be approximately \$28 million; the local share will be provided by street improvements, parking facilities, utility systems reconditioning, and credit for police and fire stations built outside but serving the area.

South Cove

The second project in the Downtown Area is South Cove, an 87-acre section adjacent the Central Business District to the south. In 1962 this project moved ahead too when the Redevelopment Authority approved a \$3/4 million survey and planning application and submitted it to the Boston City Council.

Late in December the Authority also approved a development plan for the Tufts-New England Medical Center. This plan outlines the general direction and extent of the medical center's future expansion. This plan is necessary if the city is to capitalize on approximately \$1 million in "Section 112" credits for the institution's land acquisition expenditures adjacent to the New York Streets Project and made prior to 1958. This million-dollar credit is but the first of an estimated \$30 million of institutional expenditures which should be available to the city for use in paying its share of renewal costs during the coming decade.

Section 112 expenditures are those costs within or adjacent to renewal areas incurred by accredited higher educational institutions or hospitals for the acquisition of land, relocation of site occupants, and clearance of structures.

Such expenditures, if made under certain agreements with a city, can be used by that city as part of its share of renewal costs for the project area. Thus, \$30 million in local institution expenditures within renewal areas will generate \$60 million in federal funds for redevelopment of those areas.

This legislation is particularly appropriate to Boston because it has within its boundaries a

number of educational institutions and hospitals. Many of these institutions and hospitals will be expending funds over the next years for expansion, and most of this expansion will take place within renewal areas.

The South Cove area has within it a Chinese community, Bay Village, Don Bosco High School, Tufts-New England Medical Center, Morgan Memorial, and other institutions. The aim of the urban renewal plan is to preserve the residential quality of the Chinese community and Bay Village, to outline the general direction and extent of the Tufts-New England Medical Center's future expansion, and to accommodate the area to the Turnpike Extension. This will mean the construction of a new school, a parking garage, street closings and street improvements, and a new community center for residents; all contributed as part of the local government's share of the proposed \$13 million project.

West End

By the close of 1962 the apartments in the first complex of the Charles River Park had been rented. John Hancock Mutual Life Insurance Company had provided a mortgage loan for construction of the second complex, and excavation had been finished and piling put in place by the year's end. In August the Catholic Archdiocese of Boston announced plans to erect a home for aged and convalescent priests and construction was underway shortly thereafter. The Old West Church was to be restored as a church. The Redevelopment Authority had let a site improvement contract for utilities, roads, and courts serving the second complex and the church. In 1962 also, the Federal Government increased its capital grant reservation by \$400,000, and the state housing board paid Boston the first two installments on the state's share of local project costs, a sum of \$343,000.

The estimated value of private construction completed or undertaken in the West End is about \$23 million. Before the project is finished, about \$60 million in private funds should be invested. Public costs will be about \$17 million.

In its forty-one acres, Charles River Park will provide approximately 2,400 apartments whose rents range from \$125 a month to \$400. It will provide a shopping center, nursery

school, and town houses. There will be a library constructed by the city as part of its local share; parking for at least 1,600 cars; pathways and parks; and new streets.

Charles River Park represents an effort by the city and private redevelopers to make it possible for those people who have the means and desire to do so to live close to the downtown. The apartments are convenient to the new Government Center, to the Financial District, to retail outlets, to restaurants and entertainment, and to the riverfront.

The West End project represented Boston's first experience with large scale renewal. In that respect it provided the Redevelopment Authority with an opportunity to gauge the kind of effort needed to accomplish renewal, the goals toward which Boston's rehabilitation must strive, the balance needed between expanded private investment in the downtown and provision of new private housing and community services in residential neighborhoods.

New York Streets

New York Streets was Boston's first redevelopment project. Planning began on it in 1952. Presently, three of the twelve parcels remain to be redeveloped, but from the balance of the area the City is deriving a tax income which is almost twice what it was before renewal was undertaken. Total private investment is in excess of \$15 million. The redeveloper anticipates that within the next year one or more of the additional parcels can be sold or leased.

New York Streets was the city's first effort to assemble enough land for private industries to build efficient, modern structures. It represents thinking which characterized the inception of renewal throughout the country. Its genesis was in the problem facing industries seeking new locations in the city, namely, finding in one spot downtown parcels large enough to build a modern factory. Industry could not afford to buy numerous parcels, clear them all and still construct a factory on which investment capital could derive a profit.

In the Westinghouse Electric, Graybar Electric, and Herald-Traveler Buildings, the New York Streets Project is proof that renewal can serve as a vehicle of private

industrial and commercial development. This is the classic partnership of city officials and private interests aimed at improving the economic base of the city.

Whitney Street

Whitney Street is a seven-acre, non-assisted project undertaken in 1961 after a finding by the Redevelopment Authority that the proposed area was a blighted section within the provisions of Chapter 121A. By the close of 1962 the first apartment dwelling in the project was over 75% complete.

At the present time, plans for the use of the two other parcels are being revised to fit new residential construction to the terms of the Mayor's rejection of further high-rise housing on the plot. It is anticipated that additional new structures will be in keeping with the area's scale with moderate rents.

Smaller Projects

From time to time the Redevelopment Authority is presented with the opportunity to undertake small projects in areas where blight exists and there is an opportunity to provide new development. At the end of 1962, four such projects were before the Authority for one form of action or another.

North Harvard Street

The North Harvard Street Urban Renewal Area is a $6\frac{1}{2}$ -acre project located in Brighton near present holdings of Harvard University. If the land were not developed for private residential purposes, it would in all probability be converted to tax-exempt use within the next several years.

In 1962 an Urban Renewal Plan and accompanying Application for Federal assistance were prepared, approved by the Authority and the City Council, and submitted to the federal government for review and approval.

The area will be developed under the provisions of Chapter 121A of the Massachusetts General Laws. The proposed ten-story structure will contain 280 apartment units with

rents ranging from \$175 to \$275 per month. Besides eliminating a badly deteriorated area where housing surveys indicated over 50% of the structures are sub-standard, the development will increase the present tax yield to the city approximately ten times.

It is the Authority's intent to relocate the families displaced by the development into decent, safe and sanitary housing at prices they can afford.

Mattapan

For some ten years the City of Boston has considered the development of a tract of largely vacant land off Cummins Highway and Livermore Street in the Mattapan district. Problems of topography, drainage, and nonexistent and obsolete street patterns have prevented any effective private development. The 42½-acre area contains but twenty-four families. Only three new houses have been built since 1927, and over half the area has become city-owned because of tax delinquency.

Early in 1962 the Authority supported a proposal for the construction of two-story structures housing some 400 garden-type apartments to rent for \$115 to \$150.

Throughout 1962 planning proceeded at an accelerated pace. Ample open space was provided in the plan; good landscaping was insured; and a 5½-acre public park was set aside. The Boston School Committee agreed to construct a school in the area nearby, and an expenditure of approximately \$750,000 was designated for street and utility improvements.

A special provision of this proposal calls for the relocation of structures wherever possible, if the owner so desires, into a specific area designated for that purpose. The area designated is particularly attractive because it is contiguous to other single-family development nearby and also adjoins the proposed public park.

Following a public hearing in the fall of the year, the Authority approved the urban renewal plan. The City Council, after further hearing, postponed a final vote to permit additional community discussion and wider dissemination of the proposal.

Tremont-Mason Street

In December of 1962 the City Council approved a non-assisted private development which will result in the construction of a \$10 million, 25-story apartment building fronting on Boston Common.

Besides generating a substantially increased tax yield to the city, the development will provide an annual income of \$42,000 to the George Robert White Fund, which owns four obsolete buildings on the site. Five other obsolete structures also will be demolished, and the project thus represents the first step in a long range renewal program for the retail core of the city.

Proposed plans for the apartment building call for a first floor and mezzanine devoted primarily to retail uses; two or three underground levels and the second through fourth floors will be utilized for parking; the fifth floor will house restaurant and recreation facilities and the top twenty floors will contain approximately 375 efficiency, one- and two-bedroom units.

The project timetable calls for demolition, site improvements and the beginning of construction in 1963. Completion is scheduled for 1965.

Jamaicaway Proposal

At the close of the year the Redevelopment Authority received an Application under Chapter 121A of the General Laws for consent to construct a 30-story 262-unit apartment tower, 18 two-story town houses and appurtenant facilities on a four-acre tract of land at the corner of Jamaicaaway and Perkins Avenue. The tower will contain 203 one-bedroom and 59 two-bedroom units. The town houses will be three-bedroom duplexes. Rents will range from \$185 to \$325 per month.

The tower plan was selected to leave a maximum of open land, avoiding impinging on abutting properties and avoiding block-type, massive construction along the Jamaicaaway. The town houses are intended to serve as a visual bridge between the tower and the existing structures in the immediate neighborhood. The design and facade of structures have received particular attention.

The total estimated cost of the development will be about \$7 million, and the tax revenue will be fifteen times the present income. The Authority scheduled a hearing on the project in January.

II

NEIGHBORHOOD ANALYSIS & COMPREHENSIVE PLANNING

In addition to the specific urban renewal projects, the Authority has continued work on its overall program of neighborhood analysis and comprehensive planning.

Neighborhood analysis and programming has proceeded principally in connection with the general neighborhood renewal planning areas as designated in the Development Program. This work has been supplemented through special studies relating to schools, institutions, building condition, housing and relocation and engineering and traffic which together form the framework for plan preparation.

Finally the task of preparation of a comprehensive plan and capital improvements program has been undertaken drawing on these and other studies in an attempt to define the basic principles and the goals for the City's physical framework.

This chapter of the Annual Report outlines briefly the work undertaken in 1962 in these areas.

General Neighborhood Renewal Plan Areas

General neighborhood renewal planning work was undertaken in 1962 for the four lower priority areas - South Boston, East Boston, Jamaica Plain, Back Bay. Preliminary work was also undertaken for the Downtown and Downtown North areas and for Roxbury-North Dorchester and Parker Hill-Fenway.

Back Bay

In recognition of the changes which are taking place in the Back Bay, the Authority assigned an acting project director for the area to work with neighborhood groups and business interests on guidelines for planning for the area. Basic studies and more work on land use, condition, population and history were also compiled.

Several 1962 events are relevant to the planning for Back Bay: the efforts of the Prudential Center Coordinating Committee to plan for the impact of the Center on the city; legislation filed this fall by Mayor Collins for parking facilities straddling the turnpike at Massachusetts Avenue;

the proposal of the Quinn Tamm study to close the Back Bay police station, a process which will take place next spring; and, above all, the proper integration of turnpike access roads with area traffic patterns.

Much of the work of Robert C. Blumenthal Associates, consultants hired in 1962 by the Authority, was devoted to relating Massachusetts Turnpike plans to city street patterns. This study was done during the summer, and its conclusions are part of the planning for the area. In addition the Authority has been carrying out an initial analysis of problems in the Back Bay and will review the preliminary data with the Back Bay citizens' groups.

East Boston, South Boston, Jamaica Plain

These three areas are in many ways separate and distinct. Yet they share certain problems relating to overall condition, population changes and land use.

During 1962 the Authority maintained a small planning staff to assemble data, make preliminary analysis and answer requests and questions from the neighborhoods. Late in 1962, a project director was assigned to coordinate planning work and neighborhood consultation for the three areas.

In South Boston planning workshops were established as a subgrouping of the South Boston Residents' Group. A staff member of the Authority and of the ABCD worked with this group in developing statistics on the area. As a result the Authority has tabulated information on composition of population trends, income distributions, employment structure, and the like in South Boston. At the same time members of the workshop have been introduced to renewal techniques and procedures.

In Jamaica Plain a representative of the Authority has been working with residents from several different organizations, again on collection of data about the area--population, land use, employment and income distribution. Many meetings have been held. Attendance has been small but represents a beginning in the planning process.

Late in 1962 the Authority assigned staff members to collect statistics and information on these areas and to assemble this information in what is known as General Neighborhood Renewal statements. These statements are

required if the Authority is to undertake survey and planning for projects in the areas. The material developed in the statements will be used by project planners and community groups in discussing renewal planning and neighborhood action.

One common problem in the three areas is that they have lost considerable population (dropping from 141,000 in 1950 to 118,000 in 1960). They have serious traffic problems; community facilities have aged; small recreational spaces are lacking; there is insufficient off-street parking and loading facilities for commercial establishments.

Jamaica Plain feels the pressure of high-rise apartments and a dispute over the location of a possible expressway and the relocation of the elevated structure. East Boston faces the expansion of Logan Airport, the decay of unused wharves and the continued poor utilization of its shoreline. South Boston needs additional recreational areas for small children. Its street patterns lead trucks through residential neighborhoods and it sees the encroachment of industry upon its western edge.

Yet in all these areas, there are many strengths. Each has many fine homes. Jamaica Plain borders on Jamaica Pond. South Boston has its long loyalties and its magnificent beaches. East Boston has its stable and homogeneous population.

Plans for the areas should recognize their strengths. Needs to be met will include the rehabilitation of existing housing, construction of new schools and recreation localities, buffering of residential communities from industry and commerce, segregation of truck routes from housing, and additional neighborhood commercial centers better served in parking lots and streets.

The experience which the Authority is gaining in the Washington Park project in 1963 in rehabilitation, relocation housing and the many other facets of a rehabilitation-renewal program will equip the Authority and its staff with the practical working knowledge to plan similar projects in these areas in partnership with the residents.

Parker Hill-Fenway

Mr. Julian Levi, a nationally recognized expert on the application of urban renewal to the problems of institutional development, was called upon by the Redevelopment Authority to do a comprehensive study of municipal-institutional relationships in Boston. His study considered the relation of institutions to their neighborhoods; the effect of their growth upon the city's economic and tax base; and the potential credits available to the city from certain institutional expenditures.

Mr. Levi submitted his report to the Authority in December and it was adopted as a guide for renewal planning. The single most important fact revealed is that there is a concentration of nearly \$24 million of potential 112 credits within the boundaries of the Parker Hill-Fenway area, \$20 million of these lie along the Huntington Avenue axis, and the realization of them will develop \$40 million in federal capital grant funds, which can be used in the total city program.

Mr. Levi's study indicated some significant problems in planning for Parker Hill-Fenway. He noted that: "previous uncontrolled institution expansion has sown the seeds of blight, and if allowed to continue will contribute materially to the acceleration of blight in these surrounding residential neighborhoods." The problem the home owner faces is uncertainty as to when his property will be bought, and this makes him understandably unwilling to repair.

Secondly, because of the pressure of students seeking housing, useful single-family dwellings are turned into multi-unit houses; intolerable traffic and parking problems arise; building maintenance declines; the neighborhood becomes unstable.

The goal of the first renewal project in Parker Hill-Fenway would be to set the limits of institutional expansion so that the people of the area can know what to expect. Through the renewal program land use in the area can be stabilized for forty years. At the same time renewal must provide for additional parking facilities, to keep student cars off neighborhood streets; for improvement of traffic patterns; for a more responsible housing policy on the part of institutions; for provision of new housing for neighborhood residents; and for necessary community improvements.

There are other significant problems not related to institutions which also are being considered: traffic and highway problems; the current under-expenditure of maintenance funds in the Fens, the possible use of the N.Y., N.H. & H. RR right of way for rapid transit; the development of commercial uses in Kenmore Square; and, most importantly, rehabilitation and provision of new community facilities in the residential neighborhoods of the area, such as Mission Hill and the Fenway.

Downtown, Downtown North, Roxbury-North Dorchester

General Neighborhood Renewal planning studies were also carried out for the Downtown, Downtown North and Roxbury-North Dorchester areas. In all of these areas, a specific renewal project or projects are underway or in survey and planning.

The General Neighborhood studies provide valuable background information to help establish the framework for renewal project planning. In addition they identify other opportunities which may exist in the area as a whole.

Downtown North

Besides the Government Center and the Waterfront-Faneuil Hall, Downtown North includes in its 431 acres other areas which should receive attention. One of these is the small area bounded by Cambridge Street, Storrow Drive, the Massachusetts General Hospital, and the West End project, including the present location of the Charles Street Jail. A recent report of the Governor's Committee on Jails and Houses of Correction echoes a repeated recommendation that this jail be abandoned. At the same time Massachusetts General Hospital seeks additional property, either for hospital or allied uses, and, held in by the West End project, has very little other place to go. The Authority anticipates, therefore, that as soon as disposition of the jail's population can be arranged a renewal project will have to be undertaken in this area.

The North Station area is fortunate in having a progressive merchants' group, which in 1960 financed a planning study of the area. Many of the recommendations of this study group are incorporated in the General Neighborhood Renewal Plan being prepared by the Authority for Downtown North. But the most substantial boost to renewal planning

in North Station came in the report of the North Terminal Area study group. The recommendation of this study, echoing the North Station area analysis, was that the elevated lines must come down. The elevated lines can come down when the rail service to Lechmere is replaced by bus. A revised rapid transit operation would provide more convenient access from Boston Garden and other buildings on the north side of Causeway Street into the rapid transit system. There would be a turn-around track connected by feeder bus lines to areas now served by the transit line.

The North End contains 75 acres of the most historic buildings--of colorful byways, interesting and delightful shops, and lively community spirit--of any section in the country. The Redevelopment Authority does not propose to disturb the unique character of this area by clearance.

The North End could benefit by having mortgage insurance made available for rehabilitation loans and there are other benefits possible through neighborhood rehabilitation. However, the area is so small, its special character so unique that urban renewal should not be attempted unless there is widespread support from the North End itself and some assurance that FHA will in fact approve the area for mortgage insurance.

Contracts for a new library have been awarded by the library trustees. North Enders have engaged in a cleanup campaign. There has been extensive discussion of the future of the Eliot and Michelangelo Schools. The construction of a new police station in Government Center will permit the existing North End station to be used for other community purposes.

The north slope of Beacon Hill is also a part of Downtown North. The principal need in the area is for a community center, better landscaping and improved street patterns. It has, like the south slope of the Hill, many unique qualities which can be highlighted by a small amount of improved landscaping, more municipal maintenance, and some control on the uses of property. The Authority is supporting legislation introduced in the 1963 general session extending the Historic District into part of the north side of Beacon Hill.

The South Station-South Bay area, which is part of the Downtown GMRP, is now primarily owned or controlled by the New York, New Haven and Hartford Railroad or the Boston Terminal Corporation. It is the one major land area close

to the center of the city presently being underutilized and capable of much more intensive development.

The Authority is investigating the feasibility of the development of a large parking facility on the site of South Station on land now owned by the bankrupt Boston Terminal Corporation. An added possibility for the area is the proposed new Greater Boston Stadium, which could add significant strength to downtown.

Finally, studies on land use, population, traffic and building condition have been carried out for the Roxbury-North Dorchester area of which the Washington Park project is a part.

PLANNING AND RENEWAL STUDIES

The completion of or undertaking of special citywide studies was the most significant achievement in comprehensive planning during 1962. Some of these have been discussed in earlier pages of this document; the remainder will be reviewed here.

Perhaps the most significant 1962 study from the standpoint of Boston's future was the Harvard University Survey of Boston's schools undertaken by a noted educator on Harvard's staff under a \$68,000 contract with the Authority. The study was published in August of 1962; its proposals, if carried out in the next decade, will make Boston once again the leading education system of the nation. The proposals are:

A citywide campus high school designed to house 5500 pupils when it is completed in 1970. The first unit of this high school will include a new home for English High.

A new grade organization for Boston to include four-year senior high schools, three-year intermediate or junior high schools, and six-year kindergarten-elementary schools. However, the Latin schools will be retained as six-year institutions.

The abandonment of 71 elementary schools and their replacement by 55 new schools and 12 additions. The construction of 7 new intermediate schools and 10 additions.

A new vocational school to include the present boys' trade school and the cooperative programs now located in area high schools.

Renovation of the English High building for Girls' Latin and use of the existing Girls' Latin for Girls' Trade and the post-graduate School of Business Education.

The construction of schools adjacent to parks and recreation department playgrounds.

The coordination of the school building construction program with the city's urban renewal program.

A break-through in school building design - the construction of "dismountable" schools, which can be moved as people move.

The Redevelopment Authority in September adopted the recommendations of this study, because, above all else, the role of the schools is crucial to the stabilization and renewal of neighborhoods.

Report on Institutional Expansion

Another significant study undertaken in 1962 was the report by Julian Levi on the relationship between the City and the numerous nonprofit colleges and hospitals within Boston.

Levi found that there are potential Section 112 credits amounting to approximately \$31 million available to help finance Boston's renewal program.

The report also pointed to specific ways and means by which neighborhoods surrounding many institutions could be protected and insured against future, haphazard institutional growth.

The Authority adopted the Levi report as a guide for the development of renewal plans.

As a byproduct of the Levi study Mayor Collins and Senate President Powers filed with the legislature a bill to provide annual state grants of \$100 per student attending private accredited institutions to those cities and towns

in which the institutions are located. This bill recognizes that for Boston, as for every other city with large tax-exempt institutions, the property taxpayer subsidizes the education of private school students because these cities must provide basic municipal services and absorb these costs against the regular taxable base.

A Comprehensive Relocation Program

In February 1962, the Authority retained the services of Management Services Associates, Inc. of New York City, represented by Miss Elizabeth Wood and colleagues, to prepare a comprehensive relocation program.

Miss Wood and her associates were to develop a program for: a) the structure, staffing and procedures for relocation; b) internal organization and responsibilities for assuring a continuing flow of relocation housing throughout construction and rehabilitation; c) social agency and other community resources and services used or potentially useful in relocation; d) the scope and character of public and private agency participation in the Authority's relocation program. Miss Wood was also to carry out a preliminary analysis of the public housing inventory and housing procedures with reference to its relationship to relocation.

Miss Wood's recommendations were made in December. They included the establishment in the Authority's Table of Organization of a new department called the Housing Office, headed by a Housing Expediter. This department would have four divisions in it: family relocation, new housing, rehabilitation, and market analysis. Recommendations were also made on the sale and use of public housing and social agency and other community resources in the comprehensive relocation program. A partial reorganization has since been approved by the Authority.

Land Acquisition Procedures

In the acquisition of property from private owners the Redevelopment Authority faces the vexing problem of buying at a price which will satisfy the owner and not overburden the taxpayer. Procedures must be established which properly recognize everyone's rights. There must be maximum control over the use and handling of funds and clear accountability at all times.

For this purpose the Redevelopment Authority hired the firm of Meredith & Grew in the summer of 1962 under a \$45,000 contract. The firm will act as an advisor on land acquisition procedures and will recommend appropriate procedures and safeguards.

Utilities Systems

Boston's utility systems must be renewed at the same time that streets are improved and new housing rehabilitated. Boston's utility lines, in some cases, are over 100 years old; often, water lines are small; sewer lines need reconditioning. The question is: What is to be done in each area? For this purpose the Redevelopment Authority contracted with the Charles A. Maguire firm in the early summer of 1962, and the consultant has been at work in the renewal areas since that time, developing an inventory of utility systems that will provide the basis for changes to be required during the renewal process.

Economic Feasibility of Rehabilitation

In the spring of 1962 Chester Rapkin reported on the feasibility of rehabilitation in Washington Park. He found that such rehabilitation was feasible, that mortgages could be arranged for home improvements.

This was a basic finding necessary to move ahead in Washington Park; it resulted from several months study on a \$14,000 contract between the Authority and Chester Rapkin. The study's findings and statement of procedures will be applied to other areas of the city as renewal progresses.

Traffic Control Studies

Traffic studies for the renewal areas of Boston are being carried out by Wilbur Smith & Associates under contract with the Boston Redevelopment Authority.

Wilbur Smith & Associates are nationally-known traffic consultants. They were brought into Boston to study each renewal area's traffic patterns in detail, to review proposed land uses in renewal areas in relation to traffic, review proposed traffic plans, and to determine the most adequate ways of carrying out the maximum traffic flow with minimum disruption of neighborhoods. The firm also is conducting an inventory of street sufficiency and making necessary up-to-date traffic counts.

Economic Analysis

An economic analysis of the downtown area is being carried out under a 240-day, \$23,500 contract with Robert Gladstone. The contract, undertaken in the fall of 1962, is devoted to an intensive examination of the economic condition of the downtown central business district and is aimed at projecting new economic development.

An economic analysis of the strength and weaknesses of all other renewal areas in attracting or holding industry and commerce is being developed by Larry Smith, Inc. under a \$70,000 contract signed in September of 1962. By the terms of this contract a report is being issued for each of the renewal areas of the city with aims similar to those of the Gladstone contract.

Aerial Survey

One of the basic problems of the City of Boston has been outdated maps. In planning for an area it is necessary that maps show the precise boundaries of each property, each city facility, and each street.

This mapping to the necessary degree of detail is being carried out within several renewal areas by Fairchild Aerial Survey under a \$142,000 contract with the Authority. When it is completed, the city will have detailed base maps for renewal project areas, and maps to a slightly larger scale for all general neighborhood renewal areas. It is expected that eventually the mapping work will be extended to the remainder of the city.

Industrial Facilities

To secure the necessary information and guidelines for the development of industrial facilities, a \$48,500 contract was entered into with Chester Browne & Associates to provide preliminary plans and an investigation of the feasibility of prototype multi-storied industrial buildings in Boston. While this study is organized in relation to specific site conditions found in the South End, the facts and standards established will be applicable for industrial planning and renewal undertakings in other parts of the city. The study was started late in 1962 and is expected to be completed in the early summer of 1963.

Land Use and Building Conditions Survey

A massive special study was a survey by the Boston Redevelopment Authority of blight in Boston. This study was begun in the summer of 1961 and carried on throughout 1962. Eventually it will be extended to all improvement areas. Its purpose is to provide an accurate picture of physical conditions in all renewal areas.

Two different surveys were undertaken. The first, called Type I, was an examination of every parcel of land and every building in each of the ten renewal areas. Its purpose was to chart land use and structural deterioration. From the information provided by this survey land-use maps were drawn, and building conditions and building types were catalogued on IBM cards.

The IBM cards have been matched to assessors' records. A file by word and parcel number has been produced, and provides a complete inventory of every property--a complete description of the use, the lot, the assessment, and the condition of structures on each property.

The second survey, called Type III, was a combination of building examination and personal family interview. This was conducted in three project areas. A 100% survey was carried out in Washington Park and Charlestown, and a two-thirds survey was made in the South End.

The Type III survey was more intensive than the Type I survey. Examiners entered the structures and checked walls, ceilings, floors, windows, plumbing, electrical wiring, heating plants, and bathroom fixtures. In addition they re-examined the exterior of the buildings as a double check on the Type I survey.

Graphic Design

A special program, undertaken by the Authority's graphic design and drafting sections in the summer of 1962 led to the production of five models of various project and GNRP areas; a demonstration exhibit of existing conditions and proposed renewal plans in Washington Park; and other prototype exhibit material. The Authority's graphic design consultant completed a series of designs for posters, brochures, and similar items during the year. This program provided technical standards for use in producing necessary graphic work.

Comprehensive Planning

Comprehensive planning can be carried out in several fashions. In some cities, it is a case of a planning board, independent of all the city's agencies, working out its statement of the needs for the city and then testing that statement in various areas. This works well enough in cities with limited renewal programs, but in Boston where a quarter of the city's land area and 45% of its population are in renewal areas, this cannot be the procedure.

In Boston comprehensive planning is being done hand in glove with the renewal of the neighborhoods and the downtown. It is proceeding, first of all, through the rapid development in each area of a general neighborhood renewal plan and specific project proposals. Comprehensive planning becomes the merging of proposals for individual areas into a consistent whole.

But into a comprehensive plan go not only the work of the renewal teams and the citizens groups but the efforts of consultants hired for special citywide studies. Much of Boston's comprehensive planning in the past year has been development of citywide studies.

The next logical step will be to incorporate these and other studies under a Community Renewal Program to achieve a long-range Master Plan fully integrated with the renewal program.

The third factor basic to a comprehensive plan in Boston is the development of the long-range capital improvements program. This task the Authority undertook in 1962, and a draft document is being prepared.

But the comprehensive planning section of the Authority must also deal with other problems which come before it. One of these is frequent planning referrals from the City Council and city agencies; the Columbia Point study; how best to move commuters from downtown Boston to the airport; examination of use of new financing techniques for housing. City departments, too, have or will have their requirements: Where does the city locate a new incinerator? How can Long Island be planned for both hospital and recreational uses, if that is the long-run role of the island?

In the fall of 1962 the Authority also undertook a refinement and extension of the previous Regional Core planning. The Regional Core is that part of the city within and adjacent to the proposed route of the Inner Belt. The Core planning was concerned with the functioning, nature and condition of the area. At the end of the year some overall thinking had evolved out of the effort. Project teams were reviewing proposals concerning parking facilities, street patterns, park-and-ride locations, and the relationships of Core areas.

Design

Boston can rebuild in pedestrian fashion. Or Boston can take this opportunity to write into its new architecture the latest and best thinking in physical design.

On the threshold of a vast construction boom within and independent of renewal Boston can preserve its architectural flavor or it can fall into the slick, monotonous, glossy sameness that characterizes so many of our new modern cities. Which way shall Boston go?

The Redevelopment Authority recognizes a primary obligation to preserve the best of past design, and pioneer in new architecture. To create a human place at a scale to which people can relate, where design will blend with topography, these are a few of the aspirations of effective design.

A strong overall design concept is the master framework from which all subsequent design activities derive their strength. The first challenge in urban renewal is to prepare plans which create outstanding design opportunities; and in attracting to its program a talented planning and design staff. The Authority is meeting this challenge.

Design emphasis in renewal plans has taken the form of strong staff-consultant activities. Government Center is a significant example of this. I. M. Pei Associates' and Sasaki-Walker Associates' plans for streets and open spaces in the Government Center are design concepts which make possible a high quality of architecture. In other less spotlighted areas of the city the design emphasis is equally as determined.

Strong design objectives in urban renewal inevitably must be felt by the private developer and put into practice by his architect if good design is to become a reality. Government Center is a leading illustration of bold policy innovations in design. In Government Center prospective developers are being selected not only on the basis of capacity and financial qualifications but also on the basis of the design ability of their architects.

Throughout project development the Authority maintains a strict program of design review. Policies and procedures are administered by a staff design review officer, who is aided by an unbiased group of distinguished local architects serving as a design advisory committee. When the Authority uses the design competition method for disposition of parcels, this design review staff is further supplemented by independent juries of some of the nation's most outstanding architects.

CAPITAL IMPROVEMENTS PROGRAM

Neither Boston nor any other city can long operate in these times without the guides of a long-range capital improvements program. Capital improvements in this context are new public facilities and new surface and subsurface improvements. For Boston this includes everything from fire stations to schools, from police alarms to repairs on public buildings.

The ordinances require that a capital improvements program be prepared by the Redevelopment Authority. Consequently, in 1962 the Authority assigned a full-time staff to this operation. Questionnaires were sent to each department. The staff went out to the departments, visited existing facilities; reviewed studies supporting proposed new construction. The work of consultants, such as the Harvard School Survey, was reviewed and related to what was proposed by the departments. An intense scrutiny was undertaken on revenue sources available to the city to finance proposed capital improvements. The question of how best to accomplish an expanded capital improvements program was considered. The result was that in the late fall the Authority's staff was able to begin drafting a major document proposing the capital improvements which Boston should undertake and complete by 1975, the year of a possible World's Fair.

It cannot be said too often that capital improvements and Boston's renewal go hand in hand. But a new municipal plant is a goal in and of itself. Proposed capital improvements would have to be done sooner or later whether or not the city has a renewal program. However, the National Housing Act provides that the city can use capital improvements to pay its share of renewal project costs. Thus, for a sum which it would have had to spend anyway, the city can get twice its expenditure in federal dollars for neighborhood and downtown rehabilitation. It is this fact which makes a large-scale capital improvements program a worthy consideration for the next decade!

III

CITIZEN PARTICIPATION

The value of renewal lies not only in new housing, new public buildings, or a strengthened tax base. It lies, as well, in those things citizens do after renewal is done, or do parallel with renewal, or do as part of renewal to secure their own aims by their own choice of means. Effective citizen participation is the essence of planning with people.

It is easy enough to renew the city's physical face by building a program on a small foundation of "human engineers" conclusions as to what a city should and should not be. But this is not the way for Boston.

Mayor Collins emphasized in the original development program statement the importance of planning with people when he said:

"It is particularly important to me to note that the whole emphasis on this rebuilding program is on neighborhoods and their problems. I would expect that neighborhood committees would have a key partnership role in the preparation and carrying out of renewal plans. I would call it planning with people instead of planning for people."

The federal government emphasizes the citizens' role in its workable improvement program requirement that citizen committees be functioning in each neighborhood and throughout the whole city before it will underwrite a renewal program.

What can the people of a neighborhood do for themselves?

One illustration from 1962 is found in the activities of the 8 Streets Neighborhood Association and its effort to create a recreation area on an abandoned school site in the South End. In December of 1961 this association was formed by several people in the neighborhood. Their interest was in an abandoned school site in the center of their community. This was a sunken, littered, despoiled area surrounded by a broken fence, a hazard to children who had no other place to play.

Using flyers and door-to-door canvassing, the association grew. Officers were elected and meetings held. Committees were formed on a variety of subjects beyond even the problem of the playground, such as liquor control, health, safety, sanitation. The association first conducted a backyard cleanup in cooperation with the city. It opposed the relocation of liquor licenses in its areas. It undertook other business of interest to its people.

But the major project was reshaping the abandoned school site, and to this effort the Redevelopment Authority lent the services of one of its planners. A design for a new playground was created and approved by the association. The Boston School Committee agreed to help with money and technical assistance. The New Haven Railroad donated railway ties. The city provided trucks to move the ties into the playground to make walls. A private company loaned power tools. The city supplied the use of a front-end loader. Before the year was out, the work was underway.

In the coming years this playground will provide recreation facilities on an upper level for the elderly, active recreation facilities on a lower level for teen-agers, and an improved tot lot for small children.

Another example of citizens' effort aided by city officials and private industry is the Christopher J. Lee playground in South Boston, where local citizens joined together with the Gillette Safety Razor Co. to develop on a neglected city park a safe, supervised recreational area, with play areas, and lighted ball field, and including the restoration of a square.

This effort has been carried out under the sponsorship of the South Boston's Residents Group, but involves other community organizations and many citizens of the neighborhood. Part of its cost has been provided by the Gillette Company, part by the city.

These projects have gone ahead parallel to renewal. There are many associations throughout the city formed temporarily for purposes such as these, working out arrangements with city departments for assistance, or private industry for help. Where possible the Redevelopment Authority lends and will lend planning assistance to these ends.

Participation in the Authority's Renewal Process

Washington Park and the South End, two of the advanced neighborhood rehabilitation projects, demonstrate the effectiveness of citizen participation. In Washington Park intensive planning commenced when a professional advisory committee composed of the administrative heads of social welfare agencies in Roxbury-North Dorchester was organized, and the Washington Park Steering Committee was established.

This professional advisory committee sought to develop the widest range of citizen participation as a source of collective opinion on social planning. It was an early forum for cooperating agencies' comments, techniques and methods of planning with citizens. It provided first thinking about the community's views, social and physical needs. But its role was essentially a preliminary one.

The second group established in Washington Park was the Washington Park Steering Committee, organized to plan on a representative basis through block groups and neighborhood associations for the renewal of the area. Its early activity consisted of being a sounding board for planning ideas, advancing concepts of the people in the area to the Authority, returning Authority planners' ideas to the people. But its most important task was helping in the creation of the Citizens Urban Renewal Action Committee.

The Citizens Urban Renewal Action Committee became the group through which the neighborhood spoke its interests, concerns, and concepts. Through this committee's efforts in 1962 several hundred block and neighborhood meetings were held where people, attending in numbers from 12 to 500, had the opportunity to review plans and suggest changes.

The people of Washington Park expressed their opinions throughout the year. They appeared at a City Council hearing to support the extension of boundaries of the project in March, and they came in great numbers to subsequent public hearings of the Authority and the City Council to describe their needs and urge the project, and in December, 1962, their representatives met with Mayor John F. Collins to present to him the final renewal plan for the area and to urge his approval. At the Authority's public hearing on January 14, 1200 citizens voted in support of that final plan.

In the South End the principal expression of the citizens' interests is through the South End Urban Renewal Committee. This Committee is comprised of representatives of existing neighborhood associations, of businessmen, and of professional people having an interest in the area. It is divided into three sub-groups addressing themselves to particular problems. The first is a physical planning committee concerned with physical requirements of the community. The second is a social planning committee concerned with community social needs and services. The third is an information body whose purpose is to transmit desires of the people of the area to the Urban Renewal Committee and the Authority, and to transmit Authority and Committee thinking to the people.

This committee and its sub-groups have been meeting on a continual basis. In 1962 it conducted 26 hearings of its own in the project area. It attempted to obtain from each neighborhood association and its members what their hopes and desires were for the South End. The results of its hearings were tabulated and transmitted to the Authority's planning staff.

The committee played a major role in achieving the early land acquisition loan for Castle Square. Its membership supported the measure strongly at public hearings before the Authority and the Council. It is sponsoring a voluntary rehabilitation project; it has formed a technical advisory committee to give aid to property owners.

Participation in Citywide Renewal and Planning Efforts

The best example of participation in citywide planning for renewal is ABCD -- Action for Boston's Community Development. This organization was created in 1961 through the efforts of the Mayor and the Authority's Development Administrator. It is a private, nonprofit program for human rehabilitation directed by a board of 36 private citizens. It is concerned with the troubled and underprivileged citizen. Its goals are:

1. To assist public and private agencies with ideas and money in setting up specific programs to meet acute social problems.
2. To conduct research and planning for and with government and private groups aimed at providing better community programs for all the city's people and setting them in action.

3. To help neighborhood citizens and institutions in planning physical and other changes to benefit their particular neighborhood.

For ABCD, September, 1962, was the significant month. It was then that the Ford Foundation made a \$1.9 million grant to finance a pilot program for a citywide attack on urban problems. This grant was matched with \$400,000 in local funds raised primarily through contributions from the permanent Charities' Fund and the United Community Services. The money will be used over the next three years for a frontal attack on human problems particularly in early priority renewal areas.

Among the other groups with a citywide interest in renewal planning, all active in 1962 are:

1. The Committee for the Preservation of Historical Buildings, which is setting the standards by which the historical value of a building can be determined, anticipating the use of these standards to determine which structures in each renewal area should be saved for historical reasons.
2. The Architectural Advisory Committee to the Redevelopment Authority whose purpose is to review physical designs proposed within renewal areas.
3. The Building Code Advisory Committee, working on streamlining the city's building code.
4. The Citizens Committee for Minority Housing, whose purpose is to assure adequate housing for all minority groups.
5. The Mayor's Recreational Advisory Committee, which seeks to outline a broad program for recreational development.

Within the Downtown there are several groups of businessmen who are participating with time and money in renewal projects:

1. The Committee for the Central Business District, which has provided \$150,000 to hire Victor Gruen & Associates, Inc. to prepare a preliminary plan for the Central Business District.
2. The Chamber of Commerce, which provided \$150,000 to staff its Waterfront development corporation for surveying and planning of the Waterfront Project.

3. The North Station Merchant's Association, which privately financed a plan for the North Station area.

Perhaps one of the best examples of the efforts of a private group to renew the traditional face of Boston is the proposed \$250,000 face-lifting of the Old West Methodist Church. The Metropolitan Planning Committee, composed of Methodist clergy and laymen, has drawn up plans for the restoration of the church. This venerable building was designed in 1806 by Asher Benjamin, but more than half a century ago was closed as a house of worship and became a branch of the Boston Public Library. It barely survived several changes in the West End, including street widenings from 1914 to 1924, and a few years ago its future was far from promising.

IV

ADMINISTRATION AND FINANCING

This final chapter of the Annual Report provides a brief summary of the activities of the Authority with respect to administration of the program and its financing.

Administration

The Authority operated in 1962, as it did in 1961, under the organizational structure adopted in October, 1960. During the year the Authority added to its professional staff so as to be able to meet its responsibilities under the expanded renewal program. There is a shortage of highly qualified planners and renewal experts, and it is the Authority's policy to continue to seek out such personnel and to employ them where possible.

Emphasis will be placed in 1963 on additional personnel for the transportation and planning divisions. Present recruitment efforts are concentrated on finding a planning administrator, talented transportation and project planners, and research experts. It is very difficult to program this effort on a precise timetable, since it depends upon the availability of personnel at any given time.

The Authority continued to make every effort to coordinate its work program with other agencies of government at the federal, state, and local levels.

The Boston Redevelopment Authority, as the planning agency for the city, cooperates fully with other governmental agencies operating in the metropolitan region. The Mass Transportation Commission and the Boston Redevelopment Authority have been and are working closely on the Mass Transportation Commission's program of metropolitan planning and mass transportation demonstrations. The Boston Redevelopment Authority is represented on technical and advisory committees established to review the work of the Mass Transportation Commission as it progresses. The Boston Redevelopment Authority works with the Massachusetts Port Authority in promoting the development of the Port area, and with the Massachusetts Committee for Industrial Expansion in promoting local economic development.

Private developers interested in Boston consult with Boston Redevelopment Authority staff on projects throughout the city as well as in renewal areas. Several nonassisted redevelopment projects are the result of these contacts. The Authority maintains continual contact with the Boston Housing Authority, the Metropolitan Transit Authority, Metropolitan District Commission, Mass Transportation Commission, Massachusetts Port Authority, and agencies of the state government, to ensure coordination of its plans with the programs of those bodies. Specific examples of cooperation are the North Terminal Area Study and the Prudential Center Coordinating Committee, an informal organization of public and private agencies and firms concerned with ensuring the coordinated execution of the Prudential Center project.

The Authority also maintained close administrative liaison with the Urban Renewal Administration of the Housing and Home Finance Agency. During 1962 numerous survey and planning applications and project reports were filed and subsequently approved by URA. The Authority has received support and encouragement from the URA since the inception of the program.

Finally, the Authority itself has held seven public hearings during 1962 relating to various projects. In addition, the Authority or its staff testified at twelve hearings before the City Council, which exercises powers of approval over vital aspects of the renewal program. Through these hearings there is a full and complete record established of the detailed aspects of the various projects and the justification for them.

Certain legislative actions were undertaken in 1962 by the Massachusetts Legislature. These are listed briefly below for informational purposes:

1. Chapter 643 ensured that Boston can take advantage of Section 112 credits under the National Housing Act, by providing that renewal project land can be sold for educational, charitable, and hospital uses. It increased the ceiling on annual state renewal contributions to \$1½ million for federally-aided and \$1 million for non-federally-aided projects. It provided up to \$200,000 a year in advance for survey and plans on non-federally-aided projects. It also provided that state assistance will be paid in 20 annual installments.

2. Chapter 762 directs the state department of public works to build a conduit system in part of Fort Point Channel out of a \$5 million state loan and then to deed the property to the city with the understanding that Boston can fill the channel and sell or lease it to the highest bidder. The city will repay the state its cost from half the revenues developed through the sale or lease of this property and will recover filling costs from the other half.

Chapter 702--a companion piece--directs the State Department of Public Works to acquire for the Commonwealth tidewater rights in the Fort Point Channel between Northern Avenue and the Dorchester Bridge, and secure a federal declaration that the tidewaters are non-navigable.

3. Chapter 773 created a Greater Boston Stadium Authority to construct a multiple-purpose covered stadium in Boston, seating at least 60,000 people; this is possibly a \$50 million project.
4. Chapter 782 provided in its \$110 million accelerated highway program for about \$1.7 million in state aid for Boston's streets.
5. Chapter 550 directed the Metropolitan District Commission to construct, maintain, and operate a new dam across the Charles River in the vicinity of the abandoned Warren Avenue Bridge, a \$5 million project. The North Terminal area study recommends this dam be used for a new bridge from Charlestown to Boston's Downtown.
6. Chapter 716 appropriated \$1.9 million as the state's share of a mass transportation demonstration program underwritten by the federal and state governments for long-run improvement of metropolitan Boston's transportation systems.
7. Chapters 768 and 771 authorized the Metropolitan District Commission to construct skating rinks in Dorchester, Roxbury, Charlestown, and Jamaica Plain, and directed the Commission to build a swimming pool and skating rink in Franklin Field.

8. Chapter 796 authorized cities and towns to lease air space over off-street parking areas or facilities where such air space is not required for off-street parking purposes.
9. Finally, Chapters 168 and 238 provided for reorganization of Boston's administrative control of traffic and parking problems by creating the Department of Traffic and Parking and delegating to the commissioner increased authority for traffic regulations, signs, and the construction and licensing of off-street parking facilities.

Financing

Under existing federal and state law the federal government pays two-thirds of the net cost of a renewal project. (There are occasions when a different formula is used, but so far this has not seemed advantageous to Boston.) The net cost is the difference between the total cost of doing a project, i.e., acquisition, planning, overhead, streets, utilities, schools, etc., and the amount received from the disposition of land in the renewal project area. The federal government also pays 100% of relocation payments which the Authority makes to families and business concerns which are required to move out of a project area.

The city's obligation is to provide for one-third of the net project cost. Under existing federal law the city may put up its one-third of the net project cost in the form of a direct cash contribution or in the form of non-cash contributions based upon expenditures for schools, parks, playgrounds, streets, utilities and other facilities or improvements which serve or support the project area. In addition, the city may donate land and buildings in a project area and receive credit for the approved value. (This does not include streets.) There is no one financing pattern which applies to all renewal projects. The financial plan is determined on the basis of whether it is a residential or commercial area and on many other factors as well.

There are obviously major advantages to the city in coordinating its capital improvement program for needed community facilities with its renewal program so that the city's capital expenditures do double duty; that is, they not only provide needed improvements but serve as well to finance the local cost of urban renewal.

The city can provide its share of the costs of urban renewal through several means. Among these are the use of certain institutional expenditures under Section 112 of the National Housing Act, credit for expenditures by other public agencies such as the MDC and certain Department of Public Works highway expenditures, credit for appropriations provided for construction of schools and other community facilities including parking garages. In these ways the direct cost to the city of the renewal program is minimized and the expenditures for capital improvements, which should be made in any event, can provide in large measure the city's share.

In addition, under Chapter 643 of the Acts of 1962 the Commonwealth has accepted an obligation to pay up to one-half of the local share of urban renewal projects. This statutory provision is in line with legislative action in Connecticut, New York, and a few other states.

Under Massachusetts law the city again must first provide for its full share of the expenditure and then receive back, over a 20-year period, one-half of the local share.

The federal share of renewal costs is provided through capital grant funds and loans. Initially, planning advance loans are made for renewal projects or GMRP areas. At that time a reservation of capital grant funds is made for a particular project. Subsequently, with the approval of the project or with the approval of an early acquisition application, the federal government provides loans for land acquisition and administration of project activities. Finally, a contract for capital grant is executed between the Authority and the federal government which utilizes the funds originally reserved for the project plus any additional capital grant funds required. The capital grant, together with the city's contribution, which is provided largely in the form of supporting facilities, as outlined above, plus the proceeds from the sale of land, meet the total project cost.

There follow three tables which provide a financial status report of the Authority as of December 31, 1962.

TABLE I

FEDERAL CAPITAL GRANTS & RESERVATIONSAs of December 31, 1962

<u>Project</u>	<u>Grants and Reservations</u>
<u>TOTAL PROGRAM</u>	<u>\$77,235,389</u>
New York Streets	3,200,033
West End	11,297,438
Government Center	10,972,000
Washington Park	5,000,000
South End	4,477,600
Charlestown	4,934,000
Waterfront	17,333,000
Downtown	4,998,000
Parker Hill-Fenway	2,642,000
East Boston	3,690,000
Jamaica Plain	3,410,000
Back Bay	558,653
South Boston	4,482,200
North Harvard	240,465

Table II

CUMULATIVE PUBLIC INVESTMENT BY SOURCE
December 31, 1961 - December 31, 1962

<u>Budgets & Accounts</u>	<u>Year</u>	<u>Total</u>	<u>Capital Grant Cumulative</u>	<u>Net Federal Advance</u>	<u>Local Share</u>	<u>Current Liabilities</u>	<u>Sale Price Of Land Sold</u>
TOTAL	1962	49,279,566	11,778,803	30,312,435	7,188,328	849,080	1,238,265
	1961	45,103,602	10,838,273	27,722,350	6,542,979	513,373	1,130,649
N. Y. Streets	1962	4,656,760	2,855,101	423,085	1,378,574	40,300	461,010
	1961	4,658,760	2,857,101	423,085	1,378,574	38,746	461,010
West End	1962	16,490,622	8,141,771	5,005,000	3,343,851	100,890	777,255
	1961	17,331,943	7,974,766	6,270,000	3,087,177	193,429	669,639
Washington Park	1962	1,565,000		1,565,000		115,277	
	1961	99,000		99,000		15,075	
Government Center	1962	21,901,696	781,931	21,119,765		119,162	
	1961	19,821,171	6,406	19,814,765		64,228	
Charlestown	1962	200,000		200,000		19,975	
South End	1962	494,260		494,260		86,736	
Whitney Street	1962	1,545,000			1,545,000	6,262	
	1961	1,545,000			1,545,000	9,269	
GNRP's	1962	1,505,325		1,505,325		72,713	
	1961	1,115,500		1,115,500		27,196	
City Planning Funds	1962	742,610			742,610	35,737	
	1961	353,935			353,935	21,822	
UR Special Account	1962	178,293			178,293		
	1961	178,293			178,293	608	
Revolving Fund	1962					252,028	
	1961					143,000	

Table III

CUMULATIVE PUBLIC INVESTMENT BY PURPOSE
December 31, 1961 - December 31, 1962

<u>Budgets & Accounts</u>	<u>Year</u>	<u>Total</u>	<u>For Land Acquisition & Clearance</u>	<u>For Plan- ning & Adminis't'n</u>	<u>For Interest</u>	<u>For Relocation Payments</u>	<u>For Site & Project Improvements</u>	<u>Cash & Short-term Investments</u>
TOTAL	1962	43,983,220	31,482,650	9,195,979	1,245,813	1,181,423	877,355	7,323,691
	1961	24,160,956	16,866,908	5,455,075	732,387	396,020	710,566	22,586,668
N. Y. Streets	1962	5,118,550	3,870,314	546,312	165,972	9,233	526,719	39,520
	1961	5,109,917	3,871,550	545,757	154,658	11,233	526,719	48,599
West End	1962	16,581,310	12,977,117	2,295,621	615,966	341,970	350,636	787,457
	1961	16,124,960	12,804,421	2,280,188	521,342	335,162	183,847	2,070,051
Washington Park	1962	712,496	16,101	677,132	19,263			967,781
	1961	102,963		98,798	4,165			11,112
Government Center	1962	17,135,082	14,619,118	1,382,997	351,036	781,931		4,885,776
	1961	295,760	190,937	73,391	25,026	6,406		19,539,639
Charlestown	1962	117,111		115,522	1,589			102,864
South End	1962	555,092		535,818	19,274			25,904
Whitney Street	1962	1,516,674	1,468,385			48,289		34,588
	1961	1,334,196	1,290,977			43,219		220,073
GNRP's	1962	1,419,009		1,346,296	72,713			159,029
	1961	732,575		705,379	27,196			410,121
City Planning Funds	1962	650,651		650,651				127,696
	1961	288,647		288,647				87,110
UR Special Account	1962	177,245		177,245				1,048
	1961	171,938		171,938				6,963
Revolving Fund	1962							252,028
	1961							143,000

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